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ABSTRACT

The agenda and three presentations of a program conducted for youth employed through the Neighborhood Youth Corps in 15 southwestern Minnesota counties are presented. The three speeches were "The World of Work and Self-Understanding" by Charles E. Ramsey, "An Employer's Perspective" by Steve Baloga, and "The Department of Manpower Services and You" by David Maday. (DB)

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The World of Work

And Welcome to It

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Introduction

The program, "The World of Work (and welcome to it)", was conducted for youth employed through the Neighborhood Youth Corps in fifteen southwestern Minnesota counties. It was specifically directed toward high school youth who plan to go to work immediately after graduating. The objectives of the program were four-fold. (1) To encourage youth to take an active part in the decision making processes regarding their future rather than to allow these decisions to be made for them by others. (2) To inform youth of what an employer expects from a prospective employee; and, in turn, what an employee can expect from an employer. (3) To inform youth of the various assistances available to them when looking for work. (4) To demonstrate the advantages of developing a marketable skill and the methods they might use to obtain that skill. In short, participation in this program was intended to make it easier for youth to enter the work force and to help them to apply their attributes to make their lives more productive and satisfying.

"The World of Work (and welcome to it)" was conducted during August of 1970 in four southwest Minnesota locations; Marshall, Montevideo, Ormsby and Worthington. This publication contains the agenda for the program and the three principal presentations as they were made during the program.

The program was sponsored through a cooperative agreement between the Governor's Office of Economic Opportunity and the University of Minnesota Agricultural Extension Service. The following agencies and firms worked cooperatively to make this program possible.

Western Community Action Council - Marshall
Western Tri-County Community Action Council - Montevideo
South Central Community Action Council - Jackson
Southwestern Minnesota Opportunity Council - Worthington
Minnesota Department of Manpower Services
Minnesota Mining and Manufacturing Company

Appreciation is expressed to these agencies and firms for their willingness to assist youth in their career development through participation in this program.

Gordon W. Stobb
Area Extension Agent, Resource
Development
Program Coordinator

THE WORLD OF WORK

(and welcome to it)

Marshall	-	August 3
Montevideo	-	August 4
Ormsby	-	August 5
Worthington	-	August 6

AGENDA

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The World of Work and Self-Understanding

As I look around and see the extent of dissatisfaction with work, I can only conclude two things: first, people accept jobs without any real understanding of what kind of day to day activities that job entails; and second, that people look at jobs without any real self-understanding of what they like and what they don't like. The subject I have been asked to talk about relates to the second of these items of ignorance, namely, self-understanding. I suppose most of us feel that we understand ourselves very well because we experience continuously the pleasures and pains associated with our experience in work, school, friendship, family relationships, and the like. However, our research shows that we take for granted so many things that our experience leads us to more misunderstanding than understanding. Therefore, I would like to take one idea that has been suggested and researched and propose to you a list of problems which I think most of you must solve in order to come to any real self-understanding. Practically all of these problems relate to work and to job satisfaction in an important way, and I will try to show that relationship briefly.

- I. One of the first problems that a teenager faces is learning to accept his or her physical characteristics as they are. Practically any job involves relating to other people and it also requires self-confidence. The particular way you have solved the problem of accepting your physical characteristics has a very important bearing on whether you can relate to other people and think about them rather than about yourself. I am sure many people who have not accepted their physical characteristics are very prone to accept jobs that do not involve face to face contact with other people. Also, if the job requires any kind of leadership or responsibility, or any kind of decision-making requiring self-confidence, the job will be much more difficult if a person is constantly concerned about some physical characteristic. The reason for this point is that we have found that those who are most concerned about some physical characteristic have a feeling that other people notice that particular physical characteristic above all other things. The kind of thing that I mean by physical characteristic is that kids in their early teen years feel that they are too fat or too skinny, too tall or too short, one ear hangs lower than the other, an eye turns in or out, they have bad teeth, and the like. Therefore,

Speech by Dr. Charles E. Ramsey, Professor of Sociology, University of Minnesota, to Neighborhood Youth Corps employees in four southwestern Minnesota communities, August 1970.

while the teenager is solving this problem, they have the feeling that because they think about this problem all the time everyone else does, too. It is an irony that while you are thinking about your own physical characteristic, you are not noticing the other person's, and therefore might logically conclude that the other person is thinking about his or her physical problem and not yours. But pointing this out does little good, we have found. This problem becomes an obsession with young teenagers and often with people throughout their lives. The reasons for this are many.

Young people around the age of puberty spend hours in front of the mirror, trying on this face and that. Since everyone's face is asymmetrical, they are likely to find there is something wrong with their face. Furthermore, nicknames are often given to kids before puberty such as Fat, Slim, Bucky, Freckles, Foureyes, and the like, so attention has been drawn to physical features early in life.

But another side of this is the fact that our standards of beauty and handsomeness are absolutely ridiculous. I think that what we consider to be good looks come from the movies, models, and television. The actors and actresses whose looks are accepted as standards of beauty are chosen simply because they photograph well. When you see these people in real life, as I have, you find that they, themselves, cannot meet the standards of the screen. In other words, when we compare ourselves to someone on a screen who photographs well, we are comparing ourselves against the standard which no one can meet. Therefore, people become obsessed with the notion that they are ugly.

I am also talking about people who come close to meeting that perfection standard. A girl of my acquaintance who was chosen in the Miss America contest in a community and at a university where I taught once, wrote an essay for me in a class indicating that this was her main concern, namely, a slightly crooked nose. She told me that when she was being crowned Miss University, the thought going through her mind was: "Even with my nose". I looked at her the next time I saw her to see what was wrong with her nose, because I had not noticed any defect. In a certain kind of light, and with a certain profile view, I did notice that there was a very slight crookedness about the nose, but it was not something that I previously had noticed. In other words, this problem of accepting one's physical characteristics seems to be universal -- everyone experiences it at one time or another. Unfortunately, to point out that we do not react to other people on the basis of any physical characteristic -- we do not even like or dislike them because they have some physical difficulty -- does not convince anyone obsessed with this problem.

- II. A second problem that teenagers experience is learning how to be a man or a woman, as the case may be. We sociologists call this learning the sex role - what is appropriate for a man or a woman to do in any situation. The two sexes have difficulty with learning how to act like a man or a woman but for different reasons. In the case of the boy, his father, a sort of model for the male sex role, is at work most of the time. There is little contact with the father in terms of the number of hours per week during which the son and father are in direct association. He goes to school and who are his teachers? Females. Therefore, any kind of model that he might follow in order to learn how to be a man is absent from his life during most of the years up to the time he experiences this problem. So where does he get his information? From the movies and from books. Unfortunately, movies, television programs and the kinds of books kids read before or around the age of 14 are very unrealistic in portraying the way men are supposed to act in our society. For one thing, violence and physical prowess are emphasized. Yet, I know almost no men who behave that way in real life. Fighting is for birds, alligators, and snakes. Men no longer fight to solve their problems. Those who do are jailed or sued or disliked by their associates. Furthermore, most jobs no longer entail much physical strength. Therefore, the model for a male to be physically strong and hard-nosed is inappropriate for most of the kinds of jobs he can take. What is required now is warmth, affection, a consideration for other people, certain kinds of technical skills which do not require physical strength but rather agility, and a willingness to take an insult without firing back. Now, the case of girls is different. They have their mother and their teachers as models to follow. However, the research shows that when girls are asked to define how women are supposed to act, they are very good at describing the male role and the idea that they should not act like that. But, how they should act is not indicated. It's clear that the way a person defines the sex role will have a bearing upon what kind of job they can or will take. For example, why should nursing be only for women? If there is any job that may occasionally require physical strength, I would think nursing would be a good candidate. Why should astronauts be only men? Women are lighter, they are better at dexterity skills which are required in the scientific experiments in space, and they are just as intelligent. They follow orders better in our culture. You see, we define certain jobs as appropriate only for men or women, and lose a great deal of talent that might be available, and a great deal of job satisfaction. Adults generally also misinform you about this. For example, among teenagers, art, that is, painting, musical instruments, especially those for classical music, and the like are for girls, not boys. But look at

who, through history and at present, are playing in classical orchestras or are the great painters in history. They are nearly all men. Furthermore, a fellow who paints is a sissy. Yet, I advise you to never say this to an artist. Painters are the "toughest bunch of guys" I have ever run into. They are the few people I know who still put up with fighting as a normal activity of males.

- III. The third problem that teenagers face is learning to relate to the opposite sex. This is the problem that seems to bug adults and teenagers the most. Any time I give a talk, I could double my audience by putting the word sex in the title. Adults consider that you are greatly interested in, and obsessed with sex. I am going to take a chance and tell you what I think. I think you are inordinately afraid of sex. The main thing that this particular problem has for preparing for an occupation is that one's partner has a lot to do with which job they can take and how well satisfied they are with that job. I am sure no one is going to go out and ask a person what job they would like in a marriage proposal. Nevertheless, I am sure that one's partner in marriage shapes the amount of satisfaction, and the ability to retain a job very much. Further, how early you marry may affect greatly when you get a job, and how long you can stay in school.
- IV. The fourth problem that teenagers in the United States seem greatly concerned with is to get emotional independence from their parents and other adults. I am not talking here about ceasing to love your parents, but rather learning to make your own decisions without constant reference to them. There is no place in the world where such a relationship has more importance than in selecting and doing a job. What do we do to "the momma's boy"? In other words, the boy who has not been able to get emotional independence from his mother and constantly depends on her is relegated to certain kinds of occupations, and is looked down upon by his friends and associates. I used to think that this was mainly a problem for boys, but I have recently been told by women that their research and their experience indicate that it is just as much a problem for females. Let's consider this briefly. A girl is born and is dependent upon her parents until she goes to school, at which time her decisions are made for her by both parents and teachers. If she remains dependent, she is likely to seek a man who will make decisions for her during dating and marriage. Reaching the time when her own children are teenagers, she is very likely to listen to them and accept their decisions. In later marriage and in old age she may be laid in her casket, never having experienced the pleasure of

making her own decisions and always having been completely dependent and submerged in other people's preferences. I can't imagine a more miserable life. In any event, such people are likely not to pursue occupations where there is any responsibility nor are they likely to be promoted and given responsibility because they are identified as people who cannot make decisions. The nature of getting independence in our society, unfortunately, for parents and children is through the adolescent rebellion. It is a costly experience emotionally for both parent and child, but many contend a necessary one.

There are other problems which I will not go into in much detail, but which will be important to you especially those of you who are older. One of these is learning to live by a set of values. Values are beliefs about how to relate to other people, to things, and, of course, to a supreme being. The values you accept are very important in a job, because you have to do things in job requirements that may violate your values. The lucky person, of course, is the person who let's say, is very religious in his values and becomes a missionary or a minister, so the correspondence between his job and his values is very close. But, suppose you have a high value on being completely honest with people. What might this do to a job as a salesman, or even an automobile mechanic when the boss tells you that if a part is somewhat worn to replace it even if it doesn't really need to be replaced? Those kinds of things must be thought out ahead of time. Another problem for later teen years is learning citizenship responsibility. Each of us has a tendency in this country to tend to our own little problems and let the world go on as it will -- on the assumption that we can do nothing about international relations, poverty, pollution, and the like. Yet, when you look at these problems, they can completely veto any success you may experience in your job if they are "let go". They are not likely to be solved by the President, the Congress, the governor, unless citizens take an active part. In other words what I am saying is that you may be highly successful in your job and let the country become a dictatorship or let the atmosphere, air and water become so polluted that half of the nation is in ill health. You also will find, I think, that many of your jobs will conflict with what you think should be done with respect to poverty, pollution, and the like.

There are, of course, other problems that you will face as a teenager, but I feel that the ones that I have mentioned are at least important and mostly should have been solved by your present age. All that we can do is to be completely honest with ourselves about how we have solved these problems, and especially to talk to others and get their honest

opinion about what they think we are like. I would urge you to do this -- a very good friend is one who really will tell you that you are bugged too much by some physical characteristic, or are too aggressive because you think that is manliness, or are having far too much difficulty in relating to the people in authority because you see them as a parent and therefore as someone you should either fight or become completely dependent upon. Of course, if you are aggressive, that friend is less likely to be honest with you because they are afraid you will become aggressive with them. Therefore, I strongly suggest that you may talk to friends, adults who know you pretty well, and get their opinion of you and take those words they give you seriously. Only in this way can we be relatively sure that we are not kidding ourselves about our self-understanding.

An Employer's Perspective

There are a few things that I want to speak with you about today which I think will be of interest to you because of the fact that you have thought to some degree about what you intend to do in the future. Now you have a series of very difficult, sometimes trying, but very interesting decisions ahead of you regarding your choice of a career or a vocation. Your choice in the career you choose, or vocation that you will follow is for most of you going to be a series of decisions.

There are very few of you who are going to make up your mind right now or very soon, or have made up your mind already regarding your vocational choice. I'm sure that all of you have at least thought about the kind of work that you want to do, the kind of job that you want to hold, the kind of income that you want to have. If you have not made up your mind, as I hope I've made clear, don't worry about it. You have plenty of time but keep thinking about it. Don't allow yourself to develop the attitude, "I'll be concerned about this later, it'll take care of itself, or somebody else will decide for me". It's good for you to talk with your teachers, your parents, your friends, and with people who are in jobs that you think you have an interest in. But, don't let someone else decide for you what you want to do yourself. Examine your own interests and your own personality. Take all of the facts that you've put together and then make up your mind. Maybe that will be it, maybe you will change your mind. Keep working at it. I'm sure that all of you have already started this process of decision making. Some of you will be surprised how all of these things will begin to fit together for you, and how it will make sense.

All of you have by this time made plans to either attend college, attend a vocational or trade school, go into the armed forces, get married right after high school, or go right to work after high school. I would strongly recommend that all of you fellows and gals give very serious thought to pursuing education beyond high school if you can do it. It might be very difficult for you due to financial or other reasons, but if you can do it, give it a try. I say this because you have nothing to lose. You gain by the experience, you gain by the information you pick up. In most cases, you'll find that when you decide to pursue further education, you will actually be able to accomplish it and benefit from it for the remainder of your lives.

Speech by Steve Baloga, Personnel Manager, Minnesota Mining and Manufacturing Company, New Ulm, Minnesota to Neighborhood Youth Corp employees in four southwest Minnesota communities, August 1970.

I'd like to give you some examples of one of the benefits of pursuing education beyond high school. That one benefit has to do with the income that you will make. I'd like to refer to jobs that we have at 3-M as an example only. We have a couple of jobs, their titles are assembler and order filler. People coming into these jobs must provide a certain potential, a certain ability to work. Generally, they need a high school degree but no further education. They are jobs that you can learn by on-the-job training. In 2, 3 or 4 weeks you've got this job pretty well taken care of. The rate of pay is \$2.43 per hour for these jobs.

Now, let's move up to another classification of jobs. Two of these jobs are machine operator and warehousemen. Again a high school degree is necessary. Potential enthusiasm is one of the usual things an employer looks for and which is necessary. You can learn these jobs in 4, 5 or 6 months of on-the-job training. It requires more training, and therefore, the offering on the part of the prospective employee of a little more ability, a little more potential. There is more competition for the higher rated job. These jobs pay \$3.01 per hour.

Let's go on to another classification - electrical adjuster and extruder operator. Now these jobs are a little more technical. They require a high school degree, they require technical training or the equivalent technical experience beyond high school to even qualify for these jobs. You can see that we started at a rate of \$2.43, moved to \$3.01, now we're talking \$3.37 per hour. More training is involved, but you have a higher income. Now let's go to another classification, the tool and die maker at \$5.09 an hour. This requires 12,000 hours of training. The tool and die mechanic requires 12,000 hours of similar training and earns \$4.61 per hour; a machinist, 8,000 hours of training at \$4.28 an hour. Now, you can see by this one example in this one area that more training is going to bring more income. It's just that simple. And, that is one of the benefits of furthering your education beyond high school.

I have heard a lot of comments from younger people like yourself who say that the first opportunity they have they want to go to the big city. They want to go to St. Paul or Minneapolis. That's where you can make it. You can have a lot of fun, there are a lot of jobs to choose from and that's the place to go. Well, don't allow yourself to be totally disillusioned by that. There are some benefits, but don't allow yourself to overlook the possibility of benefits in some of the other communities in Minnesota. Now at New Ulm, 3-M has two plant operations in this city of about 13,000 people. In the two plants we have technical jobs, degree jobs, semi-technical, skilled, semi-skilled and we have unskilled jobs. The only point I am trying to make is that there is a vast cross-section of jobs available in many of the smaller communities and these jobs can offer you good income,

good working conditions, and can satisfy the interests that you have and the sense of achievement that you have to have satisfied.

I'd like to talk with you about getting a job. As you know, if you want to work you have to find someone who's going to hire you. You have to find someone who is convinced that you've got the stuff that they're looking for to do a particular job. This is not an automatic thing. There is a process, a procedure and many things you have to think about in getting a job.

Most employers will request that you complete an application form, and there are many kinds of application forms. Most applications ask for the usual information about you; where you live, where you were born, when you were born, your education, your military service, your experiences, your employment interests, your particular qualifications, references, this sort of thing. What the application calls for is not important to this discussion, because each employer has a little different form. The important thing is that you complete the application neatly, thoroughly and honestly.

Now, let's take a situation where you walk into a company to ask about work and their response is, "we have nothing right now, but complete this application." So, you've had a chance to talk with someone, perhaps an interviewer or maybe a girl at the desk and you've completed this application form. In a week or two a job develops that you would be interested in, so one of the supervisors somewhere in that company is going to go through application forms. He's going to pick up yours. The form that he looks at is a picture of you. He hasn't talked to you and he hasn't seen you. All he's got to go by is this form, so the way you complete it, how thoroughly you complete it, and how neatly you do it is very important. This gives him a picture of you. Take a few extra minutes when you apply for a job to properly fill out the application form. This is very important. You'll find that those extra minutes aren't really going to cost you anything.

Another thing that's important when applying for a job is that you should be courteous, be at ease, and be relaxed. I don't mean slouched, just relaxed. This is part of that first impression. I'll agree with you 100 percent that first impressions are not fair, but unfortunately most people react to first impressions. During an interview, there are questions on your part and there are questions on the part of the person interviewing you. Be prepared to answer open-end questions. What I mean is this. A good interviewer is not going to ask you, "Do you want this job?". He will not ask you, "Are you qualified for this job?". More than likely, he will ask, "What are your qualifications for this job?". You will be required

to create, put together, and present to him an answer from your own thinking. Be prepared to do this throughout the interview. It is not hard to do. It's a matter of listening to what he asks, deciding what he's looking for and giving him the facts. And, of course, in an employment interview you must be prepared to answer questions and answer details concerning your education, your training, your work experiences or any of the other items that you'll generally find on the application form.

Don't be defensive in an interview. It's very possible that an interviewer will ask you a question or two that to you seem somewhat personal. You might even think it's too personal. I doubt very much that it will be personal. It might have to do with a problem that you have, with some situation that developed in school, or with a family problem or situation. Whatever it is, be prepared to answer this for he is trying to get to know you. The only way he can get to know you is to ask questions. Don't be defensive. If you really feel something is too personal just say so, but don't get your dander up. If you don't understand a question that is asked of you, ask for the question to be rephrased. Merely say, "I did not understand what you said, would you repeat that"; or, "Would you ask me that question again, I didn't hear you."

In an interview, it's very important that you answer questions, but you also will be asking questions. You want to find out more about that company and more about that particular job. I would recommend that you ask questions. It indicates that you have an interest and this interest is important when you're competing with other people who are as qualified as you are for a single job.

Don't bluff in an interview. I've often seen people who will prepare in their own mind what is almost a skit. When they come in they've got their whole presentation down pat for the interview. They come on strong. They tell you about themselves and how good they are, but, they avoid the weak points. It doesn't usually take more than 5 or 10 minutes for a decent interviewer to scratch through that surface. There are questions that can be asked that will break down a bluff, so don't even attempt one.

It's important for you to be positive in an interview. Maybe it's even more important that you eliminate a negative feeling that you might have. Don't walk into an interview thinking, I'm not going to make a good impression, I'm not going to handle myself well, I'm going to answer questions the wrong way, or I'm going to say the wrong things. You're just creating a problem for yourself by doing this. This is true in life too. Instead of worrying about adding all these positives, it's better if we try to eliminate some of those negatives and let the rest take care of itself. You've got a lot to offer, don't cover it up with negative thinking.

It's quite a temptation in an interview, particularly the first one, to be a little nervous. This is alright because a little nervousness helps to keep you on your toes, but don't let it get out of hand. During the interview don't try to anticipate the question or read between the lines. An employer is not trying to trip you up or give you any trick phrases. He only wants to learn more about you. Another thing that can happen, particularly if you are a little nervous is that you tend to ramble. You might get hung up on a subject and keep talking on and on about it after you've covered all of the basic facts. Stick to the facts that are important to the interview. You can do this in a courteous, firm, and pleasant way without being abrupt.

Remember that all that the employer is attempting to do by interviewing you when you apply for a job is to get to know you as well as he can in a very short period of time. The 20, 30 or 45 minutes, isn't a whole lot of time, so the easier you make it for him to get to know you, the better opportunity you have for being properly placed in a job.

It's not unusual to apply for a particular job and find out in the interview that this is not the job that you want. The employer will perhaps be able to tell that this is not the job that you really have an interest in. Maybe there's something else or maybe there's a job coming up that would be of greater interest to you. You're not just looking for work, you are looking for a job that you can be satisfied in, be happy with, and that you can do something with. When you get a job, it's yours. It's important to you.

When people come in for work at 3-M, we rate them in a couple of general ways before we even get into a major interview. We rate their appearance. If someone comes in who hasn't had a bath in a couple of weeks, hasn't shaved properly, or has hair that hasn't been combed for some time, his appearance rating is low. I don't care if his hair is a little longer or if he has sideburns, as long as he is neat his rating will be good. If a girl comes in and she's got on a mini skirt and a see through blouse, her rating will be low. Try to appear in such a way that the employer is going to feel that this person would be an asset to the firm.

Your education is also rated. Not just how much education have you had, but also, what you have done with the education you have.

Effective expression. When you come in for a job, do you sulk up to the interviewer, do you look down at your feet and kick the ground, or do you stand up and say what job you want and why you want it?

Your health, is directly related to attendance on the job. If you do not have good health, there's no way that you can convince an employer that

you're going to be on that job every day unless your problem can be controlled by medication. In this case, most employers will give you a chance.

Your maturity is rated. No employer looks for 30 or 35 years of maturity in someone who is 18 years of age. We are, however, looking for 18 years of maturity rather than 14 or 16 or 13.

Work experience is the other area. Don't hesitate to include even part-time jobs when you're applying for work. This indicates you've had some work experience; that you have begun to learn, to know, and to experience the responsibilities of a job.

We also send a letter to high schools asking about a potential employee. We ask about those things you would expect; scholastic average, date graduated, rank in class, area of concentration, and we also want to know about attendance each year. We want to know about attendance because we have found that if a person has had good attendance during high school, we can usually count on that person to maintain good attendance at work. If they have had poor attendance through high school, more than likely they will have high absenteeism on the job.

Alright, we've talked about those things that are important to getting a job. Now you have that job. Now what happens? Do you just do the job and that's it? No, you again have to be concerned with those things that are important to doing a job right. It's the same characteristics, the same qualities that the employer looked for in you as an individual that he expects you to apply on the job. Many companies use a performance appraisal system. In this appraisal system we talk about results, methods, and personal qualities on the job.

Results say in effect, what has been accomplished by that individual, how much he did, how good his work was, how conscious he was of waste of time and material, and his awareness of safety.

Then, on the performance appraisal basis we rate the individual's methods. Methods cover planning for the job, working according to standards that are developed and working to improve those standards if you can by suggesting improvements in the job, arranging your work properly, avoiding the overlap of unnecessary work, and communicating properly.

Then again we get back to personal qualities, because personal qualities are essential to your performance on the job in addition to getting you the job. Stability, cooperation, persuasiveness and management attitude indicate how you react to your supervisor or if you are a supervisor, how

you react to your people and how your people react to you, how you supervise, motivate, and drive. The personal qualities, of course, are the less tangible of the things that are looked at in your performance on the job. It's really a matter of self adjustment on your part, adjustment to other people, cooperation, adjustment to rules and regulations, adjustment to the job. It's not difficult for any one of us to make those adjustments. Any good company is going to give you a period of time to make those adjustments and make them properly. That leads into a question of what can you expect from the company.

We've talked about what is expected of you. Now, let's look at the other side. What can you expect if you meet all of these requirements - a job, merely a job. No, there's more to it than that. Taking a job is a contract. You agree to assume particular responsibilities and the company has certain obligations to you. It's a mutual agreement. You want, with any employer, job assignments that are going to satisfy your vocational interests. You want to fit on a job. If there is a fellow who wants to be an electronics specialist, he doesn't want to be trained as a key-punch operator. You want to work where you can do the best, where you can experience a real sense of achievement.

You want, when you first start with the company, an introduction to the way this company operates as well as to your specific job. You have a right to get that. You want on-the-job training. You want to be shown how to do the job, how people have done it before you, what experiences they've had, what short-cuts they've found, and things of this nature. You'll get this from a good employer. Of course, you want satisfactory working conditions and surroundings. You want opportunity for further training. If there's another job up here that requires more training, you want the ability to handle the job you've got plus time to complete further training for that bigger job.

Many companies have vocational training programs that are sponsored by the company. We have these. We have college training programs sponsored by the company, because we feel that they are very important.

You will want promotional opportunity so that you can handle the most responsible job that you as an individual are capable of handling. You want pay that compensates you for the job responsibilities that you have. You want benefits that relieve you of concern regarding your health and your security and that of your family when you have a family. You want fair, helpful and qualified supervision.

All of these things are what you will get in addition to your own job satisfaction if you've taken the time, exercised the initiative, and show the guts and willingness to try to find the correct job for you.

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In closing, I'd like to say this. No matter what you choose, I hope that each of you will decide sincerely to make your personal contribution to today's society rather than merely to merge into society.

Thank you very much for your attention.

The Minnesota Department of Manpower Services and You

The Department of Manpower Services, which I work for, can probably help you with your job search at some time in the future. I've worked in this area for about 5 or 6 years now and have lived in this area for some time and regularly visit our staffs located in Willmar, Montevideo, Marshall, Worthington, Fairmont, New Ulm, and Mankato. I'm concerned with supervising counselors and helping them to become better at their job of helping you.

To serve you we have 1,000 people in this state at 33 offices. In the other 49 states there are employment offices like ours with similar services available so that you could actually ask for and get this kind of help in any of the 50 states.

There are two kinds of applicants to our office. The first is someone who is looking for a job and the other is someone who is looking for an employee.

What happens when you come to our office? What can you expect? In each office you will first meet a receptionist who may be able to save you some extra steps and extra work because every so often we find out that you really don't need our kind of help, you need somebody else's. If you have completed an application, you'll go immediately to an interview, or if you have no application on file, she'll have you fill out one.

Mr. Baloga emphasized earlier the importance of the application, and I would like to re-emphasize it, for the application form is your first step in getting acquainted with us and for us to get acquainted with you. It may also be your first opportunity to fill out an application, so you'll get to practice on us rather than an employer. After you've filled out your application we arrange an interview with a person who is an expert at finding out about your qualifications and how you might fit in with different employers in the area. They go over the application with you and talk with you about your situation.

Speech by David Maday, District Counseling Supervisor, Minnesota Department of Manpower Services, St. Paul, Minnesota to Neighborhood Youth Corp employees in four southwest Minnesota communities, August 1970.

The employers also fill out applications but theirs are called job orders. We're trying to find out from them what they want in the way of a worker and the duties to be performed. Then we compare your form and the employer's as to how well do you resemble that job that we have in our files. If we find a job that we think resembles you, we talk to you about it. If you like that job and it looks like you could do the job for the employer, we will arrange for you to see that employer. Remember, no one who is using our services is obligated to either take a job or take an employee.

When you go to the employer he knows that you have certain qualifications or we wouldn't have sent you, but you still have to convince him that you are better than anyone else that he might talk to. Afterall, this employer is trying to make an income and if you can't show him a reason why he won't continue to, or do even better with you, then you shouldn't be hired and you probably won't be. Now he doesn't expect that you will do that right away, but he expects that you will within a reasonable period of time. So you'll have to sell him when you get in to see him.

Now, if you do a good job, you might be hired. But if you didn't get hired, you can continue to use our services. We have had people coming into our offices for years. One person I worked with obtained his first job after 3 years. He had a number of handicaps, and it took him that long to find his first job, but we searched all of that time for him. The only thing we require from you is that in every 30 days or so you let us know that you are interested in seeking employment.

Some of the people who continue to come to our office have a problem other than just getting a job. A frequent problem could be that the employer says that you have no experience and that they have people who do have experience coming in. So you return saying, "what can I do, I want to work but I just can't get it." Some of our additional services may be for you then. One of these services is called employer relations. We have an individual in each office whose job is to contact employers, to get to know them and their needs and to find ways to help you and the employer get together. For example, you may be very good at your job but you can't sell yourself worth a darn when you go to a firm. So he will try selling you for you. Maybe you have a talent that no employer has asked for so he may go around talking about this particular skill that you have, in an attempt to help you obtain a job.

Another kind of help that is available is industrial services. A business may be having a tough time hiring people because they don't know how to ask the right questions. They're new to the business world, and to this business of hiring people. We can help them learn an interviewing technique or we might be able to help them devise an application that would fit their business. Or maybe a business keeps having workers leave one particular position. We can send an analyst to that job and find out what it is that is causing that turnover. This gives you a better chance of getting employment if you're qualified for it.

For some jobs, finding out the extent of your abilities is very important, whether you can type and how fast, whether you can operate machines and how fast, or whether you have the ability to learn a new skill. There are tests for measuring when we don't know much about you, but they have to be used wisely and that's why we try to retain these tests for our judgement so that they are used along with other considerations about you. Tests are useful but they don't tell everything about you.

Another service we have is training for people who can't seem to find the kind they want or who aren't going on to college. There are various ways on-the-job-training, apprenticeship, and Manpower Development training to help everyone get a chance to be prepared if that's what they need to do to get a job. Another kind of service that you no doubt have heard about is unemployment insurance. This provides some money to live while you look for another job after you've lost your job. It is for people who were working so you can't get it without having worked, and you have to be available to go back to work.

I'm interested in counseling and have been involved in it for quite a long time. Now, I don't know what your idea of counseling is, but it usually is considered as someone to solve your problems for you. Well, we don't have that idea of it. Our idea of counseling is to help you start moving again on your job plans. Everybody who comes in to see us has some kind of a problem and they want a job, and usually they are working on it. Sometimes though, they get hung up before they can visit a employer. For example, you just can't make the decision; your folks want you to do this and you want to do another, you'd like to go to another area and bug out of here but you can't do it because you don't know where to go, where the jobs are, and you haven't got any money or some other problem, or you just can't make the decision. So we work with you on that but we won't make the decision for you.

Now, for a moment, I want to leave our services and talk about the concept of maturity. What does that mean? Well, one thing that Dr. Ramsey talked about this morning was "you don't like yourself", you've got a bad ear or a bad nose and so you don't like yourself, but as he pointed out, everybody has those things. I've got them and you've got them. However, you could spend all of the rest of your life thinking about them. What I am saying of maturity is that you should think well of yourself but still not so much about yourself that you can't be considerate of other people. If you consider other people you will probably worry less about your own imperfections and be better for it.

If an employer thinks that you are too immature, he won't be able to use you because you will cause more problems than you will be of help to the firm. This is something we look for too. Some of the ways that maturity is shown are by how you have reacted to rules, regulations and laws which were written by your parents and the people that lived before them so that people could live with each other. If you're all by yourself in this world, you can do just as you please, but if you put one other person in the world with you, you've got to consider what that person might do to you, or with you, or about you, and therefore you make up rules so that you can live together. Sometimes the rules change, or should be changed, because they no longer fit the situation but they are there to make life a little easier. Unfortunately, when you make rules for lots of people, and because those rules must serve a lot of people, they do not necessarily serve any one person real well. But how you respond to rules and regulations indicates how mature you are because it shows how you consider other people.

Maturity. When you run into trouble, whether it's getting a job, or the law, or the teachers, or your folks or with each other, it's because you are immature, because you have found only a few ways of handling problems. You've found a couple of ways that worked before so you keep using them over and over again - you say, "that's pretty neat." Now it's a habit, but you run into trouble and unless you find out other ways to handle it, you're stopped, you're stymied. So another indication of immaturity is knowing only a few ways of handling things and trying to make them apply to everything. When you are applying for a job, you've got competition. When you're looking for full-time work the competition is likely to be all the other adults in the world and they have had more time to live, they've had more experience than you and the chances are very good that they have more ways of handling problems than you. We wouldn't expect that you would have

as many as them, but we would expect you to have as many ways of solving problems as normally your age group would have. This is where our counseling can be of help. We can sometimes help you work out a different way of handling problems so that you will be a little more versatile than before and have a little better chance of obtaining work than before.

Along the same line, if you are mature, and if you do have more than a few ways of doing things, you should be able to pick out your life a little bit instead of letting things happen to you. You don't have to choose but there is a big tendency to let things happen to yourself. If that's what you want, good! I cannot believe that there is a fate that restricts you to letting things happen just the way it's going to happen and there's nothing you can do about it. I couldn't be a counselor and believe that. I believe you can do something about your future.

There are a lot of people, and a lot of you, that are letting things happen to you. For example, I understand a lot of you waited until somebody came to you and asked you if you wanted to go into Neighborhood Youth Corp. I imagine some of you waited until someone said to you, "well, these are the classes left in school, do you want them or don't you?" You didn't have any choice because you let it happen to you you let it happen! Now, if you let it happen, that is a choice, true, but you have to take the consequences and that's part of what freedom is. Even when you have lousy choices, you still have a choice. You always have a choice, miserable as it might seem at times. Most times though, the choices aren't very miserable. Occasionally, you don't see what they are and that's when you go to somebody who can help you figure out what the choices are and how you might go about sorting them.

We come to the business then of wanting to do something about yourself. You want to make things happen to you, such as getting a job. How do you go about it? Well, the employer has the job and you have the talent but, because he has it and there's more than one of you who want the job, you have to convince him that you are the one for the job. In other words, you are doing a piece of salesmanship and salesmanship can be learned. Nobody is born to it. Some people have more talent for it, but they're not born to it. You can learn it. It's a skill like bike riding or drag stripping, or whatever. Think about the sales people that you've known during your life. A good salesman approaches you to find out what you want and then shows you what they have that fits.

Now, you're the salesman, what do you have? Unless you know, you're not going to be able to tell anybody else. Some of you know from having worked already and some of you know from having been told. If you don't know what you have you can use places like ours to help you. We never charge money for we're a public agency. So it doesn't cost you anything if you want this kind of service. You can also go to your school counselor or teacher or to a minister or somebody whose judgement you can trust, who you think really knows something. Find somebody knowledgeable that you can trust.

When you know what you are, the next step for a good salesman is to know what the buyer wants, which means in this case what does the company want. What are they looking for and what kind of services are they expecting out of you. Mr. Baloga this morning showed you to some extent, what his company expects. Every company can do this and we can help you determine this. We don't always get you a job, but we can give you information about what the companies in the area like, what they look for, how many there are, whether they are hiring or not, and how it's like in another area where you don't live and might have to or want to travel to.

Here's a step that hardly anybody does, but when we do it we find it works: Practicing the actual interview with the employer. You're awfully nervous if you haven't done much of this as is. I haven't met a person who isn't. You are nervous when you are applying for a job because you want to have this chance. But when you know some things of what to expect you'll feel a little better, especially if you know some of the kinds of questions and the kind of answers that would best represent you. As Mr. Baloga said, you should be natural, you should use your own words but you should have some idea of what to expect. So I would recommend that you find a buddy that would help you practice interviews to help you get used to the idea, who would talk it over with you so that you can make a little better interview.

Now for your appearance. Every business has to keep in mind who is going to buy their products and they have ideas about how that business will best succeed and what its customers want. If they think that you, in some way, will turn off their customers, they're going to be concerned about it, and as you heard from Mr. Baloga today, they don't care so much about long hair or sideburns or that sort of thing or mod dress, but what they do care about, however, is that you're neat and clean. If you're not neat and clean you are going to offend somebody, spread germs, get others sick, get sick yourself. Give some attention to what that company would like you to look like. You don't

have to take the job and you don't have to apply there, but if you do apply there you should know what they want and if you want that job you are going to have to satisfy their requirements. Neatness and cleanliness are two very important points, no matter what the styles may be for styles come and styles go.

Wear clean clothing, the type that is normally used on that job. It's better to somewhat over-dress than to under-dress. In our Mankato office, one time, a girl came in and asked for a secretarial job dressed in her swimming suit which was still wet. We liked her looks but she just wasn't ready for that interview because she was still pretty wet, for one thing. You're not going to get a job this way. Wear clothing of the type that you expect to be interviewed in so that you appear ready to go to work. Wear clothes that you are comfortable in, that you feel and look right in that you look good in. You know which clothes make you feel and look good. I remember an interview one time where the girl had a blouse that was too short and she kept tucking it in all through the interview so I know that was on her mind because that was what she was mostly doing. Another time a guy came with shoes pretty badly scuffed up and he didn't realize it until he got there and then he became conscious of it. He then hid them under his chair and he almost fell off when he got up. Look comfortable and be comfortable and you'll do better on your job interviews.

Where do you look for work? If you've got yourself all fixed up for an interview, you're prepared, now where do you look? Well, I suggest that you come see us first of all, simply because there is no one place that has as much information about jobs, it's free, and it may save some steps. You may learn about something appealing and if not, you haven't lost much time, you've only gone to one place so far. Also, go to every place that you really want to work at, even if they don't seem to be hiring. You may have just what they've been looking for but they haven't had a chance to advertise it yet. It may be that they haven't got a position now but they are interested in you for some future plans, and that happens a lot.

Look at newspaper advertisements. Don't ignore them even if they are very commonplace, for they may have something for you. When you come to our office, find out about civil service, federal, state, county and city government jobs. Government is one of the biggest employers in the world now. Ask help from everybody you know, friends, relatives, everybody. Since so many people work, why should you feel ashamed about saying that you are looking for work. Ask for help, you'll get it. In large towns you sometimes see help wanted signs

and even in the windows of small towns they'll be posted. They figure that someone walking by will be interested enough to come in. There are a number of businesses that feel that they are not going to go out looking for you because if you're really interested, you'll come in to them and that's the kind of person they want. So it pays to go even where you think there is no opening or you're not sure of it. Listen to radio and TV. Our department of Manpower Services in various locations has radio ads and television ads. We sometimes put ads in the paper as do other businesses. Go to the Chamber of Commerce in different communities. My sister got a job out-of-state through writing to a Chamber of Commerce in another state. She sent her picture and credentials and they hired her sight unseen except for that picture. Look at yellow pages in the different towns that you go to and you'll get some idea of the kinds of businesses in that town in your home town too. You'll often be surprised at what places are in your town that you never knew about unless, of course, you live in Ormsby or Odin, then you might know about them. Sometimes newspapers announce changes in businesses, such as their beginning or that they are starting a new line. You can find employment by being aware of what's happening before it happens. Once you leave school, don't forget your teachers, principal and superintendent and so on. They'll be glad to help you. You'd be surprised how much they know about the community and how they might be able to help you. They also know you pretty well after having seen you for a number of years.

Okay, back to the application. There are some things you can do to make your application better. First, I think you've probably heard it described as a picture of you. I like to compare it to a photograph. You've seen bum photographs where you can't make out anything, it's just one big smear and you've seen photographs where you can tell everything about the person, you can see every detail, even their lashes and their freckles. Which would you rather have representing you, the blur that nobody can make out or the one that can make you an interesting person? That's what an application is, a photograph of you when you're not around. Our office keeps that application for two years. How would you like to have a bum photograph representing you for two years? Few places keep them that long, generally, 30 to 90 days or maybe 6 months. A few throw it away as soon as you walk out the door because they don't need anybody and they don't want to keep big files. So it's a good idea to find out how long it's kept and then to do a good job when you do it.

How do you make a good application? Read all the directions. A good many businesses decide they won't hire you just because you couldn't follow the directions on the application. They figure if you can't do it where it's so important, you won't do it on the job later. If you don't do a good job, you're out like that. So read those directions. You've got enough time and it only takes a few more minutes. When you are looking for a job you are working for yourself, and if you can't work for yourself very well, who can you work good for? Look over that application and be sure it's right.

Use a good pen. It's really hard to read pencil and the skipping and blotting of poor pens won't help you either. Good ball point pens aren't that expensive any more, so pick up a good one. Here's a little trick that can help on these things. If you come to a blank and you've read it and you decide that it doesn't apply to you, put in a short dash to show that you did look at it but that it just does not apply to you. Some people do not have much work experience to put down and leave a whole page of blanks. If we haven't seen you and we don't know your age, we can't decide whether you just didn't read it or if you're careless. So read it and put dashes in the blanks to let us know you read it.

You need a social security number because it's being used more and more every day. Its main purpose is for your retirement when you are 62 or 65 but now it's also used for income tax reports, bank deposits, etc. Your employer must have the number, but you want to see that he is putting your number down correctly so that your social security record is accurate. That number stays with you for your entire life. You never get another number. For women, when you get married, you just change your name on it and keep the same number.

This might seem kind of silly at this point to many of you, but its going to pay you dividends in the long run. Keep a record of all the places you work, the name of the place, the address, the dates, who your boss was, what you did there, and how much you got. This will help you fill out these applications and you don't have to try to remember it all, you can just copy it and pick out those things that are especially important to the job you are applying for. In a few years, this record will become especially important but you should start now. I didn't keep one when I was your age but I'm sure keeping one now. Right now, of course, you won't think so much of it but even part-time jobs count. They count up as far as an employer is concerned because he'll say, "well, although this person didn't have a chance to

work a long time, he sure isn't lazy to have tried all of these things." And, that's to your credit. Some of you aren't going to have paying jobs either, but a record can still help you because you're doing things around your home, the neighbor's, or around the church or the school, helping a buddy out with his car, or helping a neighbor lady make clothes for her children. These all contribute to your work experiences. Maybe you didn't get money for it but every job that you will ever have in your entire life is made of a whole bunch of little jobs that might be very much like the things you did which you may not have gotten paid for. In counseling, one way to figure out what you might do for a career is to look at those little jobs that you did and how they compare to some bigger jobs. Your employers will frequently look at little jobs too. You may have done well enough at that little job to give them the idea that they should take a chance on you.

How about the interview? You have filled out the application all right and now you get to see somebody. One of the first things to do is find out the name of the interviewer, the person who is going to talk to you. It is flattering to them to know that you are interested enough to find out. When you go in there, you hold out your hand (girls too) and with a firmness (not hard) shake it once or twice, then let go. You don't have to make a big deal about it.

Since everybody's nervous, you're naturally going to worry and not be concentrating too good, but it doesn't pay to let nervousness get the upper hand and that's where practice comes in. You can practice on us the first time to help you perfect your technique. Be courteous. You can't believe how you will turn somebody off when you're discourteous. Don't chew gum or smoke. You've got all of the rest of your life to do that. It is important that you have your mouth free to talk when it's necessary. And look people in the eyes, but look away from time to time so that you aren't staring. Speak slowly and carefully and use a little lower voice than normal so that you will sound calm. You'll be surprised at the better impression that you will create. Speakers, salesmen, anybody in contact with the public sooner or later learns to try this sort of thing. Sit up in the interviews, it might help you to get that job. Don't discuss your personal problems. You no doubt have them, but so does everybody. And, the employer isn't hiring you because your problems are worse than somebody else's, he hires you because you look like you can do the job. Since everyone has problems, if yours comes up in a conversation, okay, talk about it. Don't bluff or lie, but don't spend any more time on it than you have to. Your problem isn't going to get you a job and you may learn it is not as important as you think it is either.

See the favorable side of things. We've already mentioned several times that it's very easy to be negative, in effect telling the employer well, I don't have anything worthwhile about me so why hire me in the first place? You've got to think of the positive side, what you do have to offer. Be interested in the company because if you're not, they won't see any reason that you're going to be useful to them unless you are unusually talented. If you're interested in the company, you will be considerate of them, it's another part of showing maturity. If you're asked to take additional interviews, come back at another time, or take a test, you should because if you don't, you probably won't get that job anyway. Make up your mind how badly you want to do these things and how badly you want the job so that if you are asked, you are ready to respond. If you've said everything that you intend to say and you've said it reasonably well and the employer is through asking you questions and he doesn't offer the job, end your interview. Shake hands, thank him very much for his time, make sure that somebody has your name and address in case they do want to contact you and leave.

There's one last thought I'd like to leave with you and that's about planning ahead. You may get the impression from everything that's been said that you should have your plans made out to the very last day of your life, otherwise you're some kind of a nut. Well, that's not so. We can't do that. Plan ahead as far as you can see, and in as much detail as it makes sense to plan, but don't worry too much because there's generally lots of ways to get into the same path. For example, a guy I knew went to library science but he became interested in outdoors and camping and wildlife and he eventually became the librarian for a firm researching in biology. So, just plan far enough ahead for you. Be ready to change your plans if you have to and don't worry about the last days of your life, you'll get there, no doubt.

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